



*This study was accomplished by professional consultants under contract to the Area Redevelopment Administration. While ARA assumes no responsibility for the statements and conclusions made in this study, it believes that the problems discussed, and the solutions suggested, may be useful as a direction or indicator of experience to many communities engaged in economic development and redevelopment.*

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary

The flow of traffic in and around the Henryetta area has tended to increase significantly during the past decade, rising from 987,690 automobiles in 1952 to 1,213,610 automobiles by 1961. This trend will continue at an accelerated rate with the addition of the modern interstate Highway 40 which will become a major east-west thoroughfare and the Eastern Oklahoma Turnpike which will provide the area with a straight north-south highway. These new systems will pass near Henryetta and will intersect at the southeast boundary of the city.

The new highway systems will cause a diversion of traffic from present roads which pass through Henryetta. This, in turn, will preclude the Henryetta area from participating in the increased income which will result from the heavier volume of traffic carried by the proposed roads. To counter-

act this situation, a travel center located at or near the junction of the Eastern Oklahoma Turnpike and Interstate Highway 40 was proposed. An examination of the types of establishments possible for such a center revealed that the following firms were compatible and were economically feasible:

- Motel
- Restaurant
- Filling Station with Garage and Car Wash
- Boat Sales, Service and Storage Facility
- Sporting Goods Store
- Drive-In Grocery
- Beauty Shop
- Truck Sales, Service, and Terminal Operation
- Souvenir, Gift, and Antique Shop
- Drive-In Restaurant
- Car Rental Service

These establishments would offer basic employment totaling 119 persons by the end of the third year in which the center operated. These workers

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## The Economic Feasibility

of a

## TRAVEL SERVICE CENTER

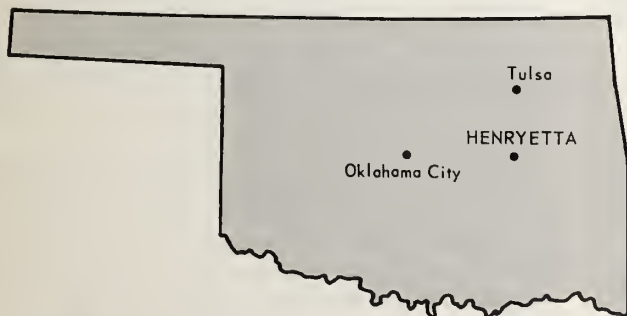
in

## HENRYETTA, OKLAHOMA

ARA Contract Cc-5919

Bureau of Business Research  
College of Business Administration  
University of Oklahoma  
Norman, Oklahoma

A feasibility study of a proposed travel center, an examination of traffic flow, needs for truck service, estimated sales and receipts of all possible travel services and an estimate of profit rates.



would, in turn, support 112 service workers in the city of Henryetta all of which would combine to increase the income of the area by \$1,203,974 annually, due to profits, wages and salaries of these establishments.

### Conclusions

A travel center located near Henryetta, Oklahoma, is not only economically feasible but is also essential if the town is to capitalize on the increased travel in the area. The flow of automobile traffic in the area will grow and will result in greater expenditures by travelers. However, facilities must be provided in the vicinity of Henryetta and near the new highways if this spending is to benefit the merchants and residents of Henryetta.

To be of maximum benefit to the community, this travel center should include the following types of establishments:

- Motel
- Restaurant
- Filling Station and Garage and Car Wash
- Boat Sales, Service, and Storage Facility
- Sporting Goods Store
- Drive-In Grocery
- Beauty Shop
- Truck Sales, Service, and Terminal Operation
- Souvenir, Gift and Antique Shop
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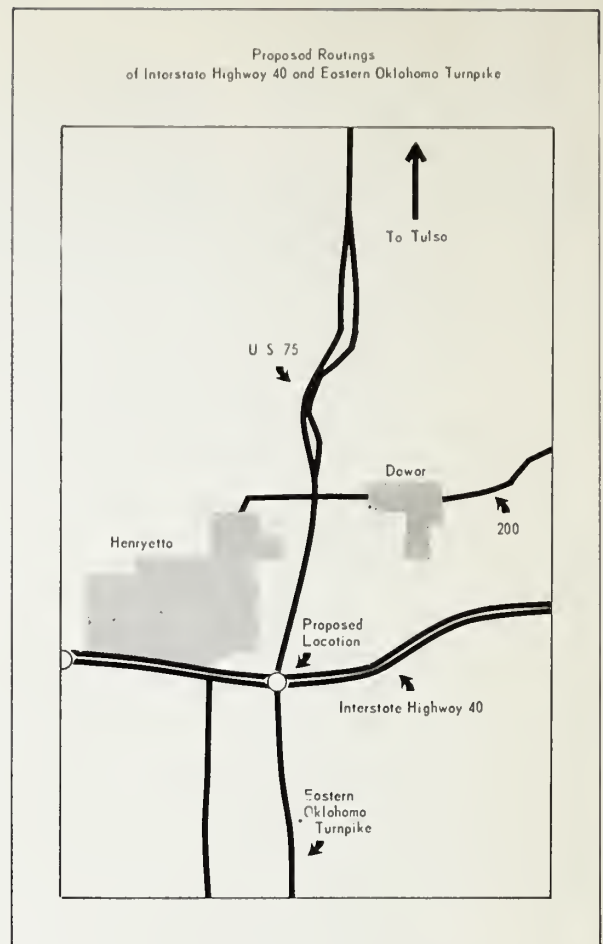
These establishments should be housed in attractive, well-planned buildings which have been designed so as to be alike. Certain elements of the center should be separated from others to prevent noise, odor, and other discomforting elements from detracting from the remainder of the center. Public recreational facilities will provide some attraction to travelers and should assist the business of the center. The flow of traffic of the recreational facilities should be controlled so that it will not interfere with the traveler's access to the remainder of the center.

The presence of Lake Eufaula, when completed, will contribute much to the success of the center because lake visitors will spend approximately \$201 thousand annually at the center.

### Recommendations

It is recommended that the citizens of Henryetta, Oklahoma, unite to support the establishment of the travel center proposed herein. It is further recommended that the citizens of Henryetta take the following actions:

*Formation of an Action Committee*—An action Committee will be formed to act as legal agent for the community. The functions of this committee will include the selection of sites, acquisition of land, securing capitalization, approving plans and designs, letting construction bids, awarding fran-



chises and supervising the operation of the entire center.

*Plan of Action*—The plan of action which will govern the Action Committee throughout all phases of establishing the proposed travel center consists of the following steps:

*Securing Capital Funds*—Several methods are available for capitalizing the establishment of this center. Loans underwritten by members of the community are widely used to acquire land. Other forms of capitalization such as sales of stock, sale of bonds, loans from local industrial development foundations, loans from individuals or from State or Federal government agencies are potential sources of capital requirements.

*Selection of Sites*—The Action Committee will choose several sites for locating the center and will acquire the best possible site it can afford. The site finally chosen should be on relatively high ground, near the intersection of the proposed new highways, and large enough to accommodate the desired facilities. Before final acquisition is accomplished, the Action Committee will coordinate with the State Highway Department to make certain that access roads will be built to the site



from the new highways. The Action Committee should attempt to obtain proxies on several logical sites so as to provide themselves with a freedom of choice in making the final selection.

*Plans and Designs of the Center*—The Action Committee will commission an architect to design and plan the center after the land has been acquired. After the plans are approved and accepted, responsibility for constructing the buildings and facilities will be assigned to the architect.

*Granting Franchises for Operation of the Various Businesses in the Center*—Since the purpose of this travel center is two-fold, that is a means for enabling the community to benefit from increased traffic and increasing the employment in the community, the Action Committee will wherever possible grant operating franchises to residents of Henryetta. The committee will make public notices that they will receive bids for operating the various enterprises located in the center. At such time as bids are opened for review, due consideration will be given those bidders residing in Henryetta. In granting franchises, the Action Committee will stipulate that the receiver of the franchise will employ local persons if possible.

*Supervising the Operation of the Center*—The Action Committee will draw up an operating code for the center which will include, but not be limited to, stipulations governing additions to existing structures, appearance of the premises, ethics of operation, actions of clientele and penalties for code violations. This committee will then supervise the center under the terms of this code or will hire a center manager to act as its agent in such matters.

## INTRODUCTION

### Purpose of the Study

The purpose of this study is to determine the economic feasibility of a travel center to be located in Oklahoma at or near the junction of Interstate Highway 40 and the proposed Eastern Oklahoma Turnpike. This juncture will be at the southeast corner of the town of Henryetta, Oklahoma.

### Nature of the Study

During the course of this study, the flow of traffic through the Henryetta area was investigated, as was the movement of traffic on roads paralleling the proposed Interstate Highway 40 and Eastern Oklahoma Turnpike. Travel expenditures along these routes and in this area were examined by type of expenditure, and estimates were made of such expenditures after completion of the improved highway system. Finally, the economic impact of the improved highways and the travel center upon Henryetta and its environs was determined. This analysis includes the possible effect of the travel center on employment and income.

### Description of the Proposed Travel Center

The travel center proposed for the Henryetta area consists of four major parts. These are listed as follows:

*Component 1*—Municipal recreation area including swimming pool, auditorium, picnic area, non-denominational chapel, amusement center, tourist information, golf driving range, and concession stand.

*Component 2*—Tourist service center including a motel, restaurant, club, boat service and storage, sporting goods store, gift and antique shop, drive-in grocery, drive-in cafe, beauty shop, baby-sitting service, two-minute car wash, and service station.

*Component 3*—Distribution and industrial center, including truck service and terminal, warehouse, contractors' storage yards and industrial sites.

*Component 4*—Airport, including hangar and hardstand storage, refueling and repair service, and car rental service.

### The Study

Only two parts of this complex are examined in detail. These are the tourist service center and the distribution and industrial center. Both of these are comprised of privately owned and operated firms, and only these portions of the complex depend on profits for successful operation. The success of the municipal recreation center will depend, in large measure, upon the capability of the tourist service center for attracting travelers from the highways.

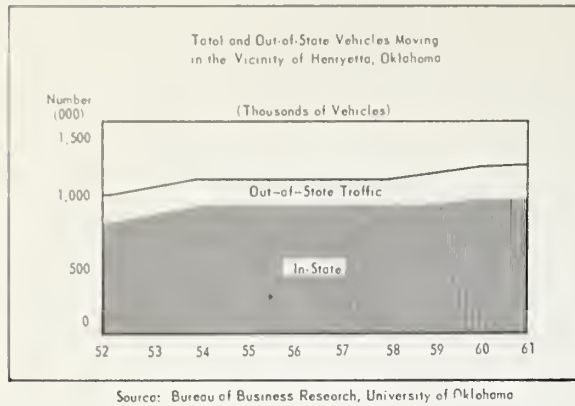
The information contained in this study was obtained from personal interviews, traffic counts, and from mailed inquiries. The analysis of these data includes a summary of the potential growth in travel, if both of the proposed turnpike and the interstate system are built, as well as a summary of the travel situation if either segment be completed without the other.

## TRAVEL TRENDS

### Past and Present Automobile Traffic Flow

The flow of automobile traffic on highways through and near Henryetta, Oklahoma, has grown significantly during the past 10 years. In 1952, a total of 987,690 passenger cars moved on State and Federal highways in the vicinity of the town. By 1961, the volume had grown 23 percent to 1,213,610 passenger cars.

The number of out-of-State automobiles moving in this area also experienced sharp increases during the ten year period ending in 1961. In 1952, a total of 194,190 out-of-State passenger cars traveling through the area reached 268,590 cars, or 22 per cent of the total of all traffic.



### Projected Flow of Automobile Traffic

Trends in the flow of automobile traffic on highways in the Henryetta area will continue to move upward. However, the addition of the four-lane Interstate Highway 40 and the Eastern Oklahoma Turnpike to the present highways cause the gains to be more rapid as these improved roads draw traffic into the area.

By 1965, or the third year of operation of the improved system, total traffic in the area should reach 2,418,930 passenger cars. This represents an increase of 1,205,320 cars over the 1961 level and will be due to the addition of improved highway facilities. Out-of-State traffic will also show appreciable gains after these roads are built and will reach 700,470 passenger cars by the end of 1965.

### Impact of the Proposed System on Traffic Flow

In the past, east-west traffic has contributed, both for in-State and out-of-State automobiles, the largest volume of traffic to the flow of traffic in and around Henryetta. This is due primarily to the presence of a major Federal east-west highway through the area, since north-south traffic is carried only by a minor Federal highway. In addition, due to the location of the State, the main flow of traffic through Oklahoma is east-west or west-east. Traffic moving between northern areas and communities south of Oklahoma is limited because only Texas lies to the south.

The trend in east-west traffic moving through the Henryetta area has been moving steadily upward since 1952, when 756,280 passenger cars traveled through or near this community. By the end of 1961, an estimated 973,066 passenger cars utilized east-west highways in this area, which represents an increase of 29 per cent over the period. Out-of-State vehicles also moved through the area in increasing numbers. The year 1952 saw 172,290 out-of-State passenger cars traveling through Henryetta in an east-west direction while by 1961, this total had risen 30 per cent to 223,820 vehicles.

North and south traffic movements varied during the past ten years with steady decreases from 1952 through 1958 and moderate increases since that time. The result of these uneven movements in total passenger car traffic between 1952 and 1961 was an increase of 9,000 cars, a gain of nearly 4 per cent. Out-of-State passenger cars likewise moved unevenly as increases occurred between 1952 and 1954, between 1956 and 1958, and between 1960 and 1961 with downturns in other years. The overall result was a gain in north-south out-of-State traffic of from 21,900 cars in 1952 to 44,770 cars during 1961. This was more than double the flow of the earlier period.

Taking into account traffic moving in all directions, local traffic during the past decade increased 18 per cent while out-of-State passenger traffic gained nearly 44 per cent. Recent developments in lakes and tourist facilities in the general vicinity of Henryetta render these gains moderate in light of the travel potential of the area. The proposed system of an interstate highway and the Eastern Oklahoma Turnpike will provide the means for realizing this potential level of passenger car traffic. After its first year of operation, Interstate Highway 40 will have generated additional traffic of nearly 800,000 cars, of which an estimated 240,000 cars will be out-of-State vehicles. As facilities along this highway improve and more persons learn of its existence, it will generate increasing volumes of traffic. By the end of its third year of operation, it will be responsible for an additional 1,173,000 cars per year, of which 340,000 vehicles will be out-of-State origination. This will build total traffic in the vicinity of Henryetta to more than 2 million cars per year.

The Eastern Oklahoma Turnpike, too, will generate new traffic although to a lesser extent than the interstate facility. First, north and south traffic is lower in volume than east and west traffic, and the potential for expansion is lower. Second, the Eastern Oklahoma Turnpike does not directly connect two important centers as does Interstate Highway 40, even though it provides a more direct route between Dallas and Tulsa than is presently available. This facility will generate new traffic in the amount of 264,000 cars during its first year of operation, and by the end of its third year, nearly 320,000 additional automobiles will be moving through the area due to the existence of this turnpike. Out-of-State passenger vehicles traffic traveling north and south will rise by 17,000 cars during the first year of the turnpike's operation, and by the end of the third year of operation, more than 36,000 new out-of-State vehicles will take advantage of this route.

### TRENDS IN TRAVEL SPENDING

#### Past Expenditures

The 987,690 cars which moved through the



Flow of Passenger Cars in the Henryetta Area by Origination of Automobile 1952-1961,  
with Estimates through 1965  
(Number of Vehicles)

Year	State	Out-of-State	Total
1952	793,500	194,190	987,690
1954	889,865	210,150	1,100,015
1956	875,808	229,510	1,105,318
1958	878,011	236,309	1,114,320
1959	885,714	251,078	1,136,792
1960	936,230	263,970	1,200,200
1961	945,020	268,590	1,213,610
1962	948,060	271,980	1,220,040
1965*	1,718,460	700,470	2,418,920

\* Three years after completion of the system.

Source: Bureau of Business Research, University of Oklahoma.

Henryetta area in 1952 carried an estimated 2,765,000 persons. Of these, 495,000 were out-of-State visitors, whereas 2,270,000 were Oklahoma residents moving through the area either on business or for pleasure. During the ten year period ending in 1961, the number of travelers through the area increased to a total of 3,519,000, of which 700,000 were out-of-State visitors.

The increase in the number of travelers through the Henryetta area has resulted in a sharp gain in the dollar volume of expenditures by travelers in the area. In 1952, the traffic in and around Henryetta accounted for total expenditures of \$775,000. Out-of-State travelers contributed \$338,000 to this total while the remainder was due to spending by Oklahomans. Furthermore, \$271,000 was spent by overnight visitors and \$504,000 by those persons merely passing through Henryetta. Expend-

itures in 1961 totaled \$1,562,000 of which \$995,000 was spent by out-of-State travelers and the remainder by residents of the State. Overnight visitors to the Henryetta area contributed \$715,000 to the total while transient traffic was responsible for the remainder.

An examination of the expenditures by type of goods and services purchased reveals that significant gains occurred in nearly all lines. Lodging expenditures experienced the greatest proportionate gain as they rose by nearly three-fold. This increase was due to the addition of modern units to the lodging facilities available, and this combined with more attractive facilities pushed motel activities up rapidly. Sales of gasoline and other service station items more than doubled during the period, because new and modern stations replaced less attractive stations along the highway.

Total and Foreign Traffic in Henryetta Area

	Total E-W	E-W Foreign	Total N-S	N-S Foreign	Total
52	756,280	172,290	231,410	21,900	987,690
54	872,985	174,750	227,030	35,400	1,100,015
56	884,285	196,595	221,033	32,915	1,105,318
58	896,110	199,936	218,210	36,373	1,114,320
59	907,390	203,760	229,402	47,318	1,136,792
60	964,604	221,890	235,596	42,080	1,200,200
61	973,066	223,820	240,544	44,770	1,213,610
62	975,886	230,870	244,154	50,110	1,220,040
63 <sup>1</sup> *	1,767,043	482,050	409,327	84,880	2,176,370
64 <sup>2</sup> *	1,872,377	523,070	421,793	90,640	2,294,170
65 <sup>3</sup> *	1,966,480	604,100	452,450	96,370	2,418,930

\* Estimated.

<sup>1</sup> 1 year after completion of proposed system.

<sup>2</sup> 2 years after completion of proposed system.

<sup>3</sup> 3 years after completion of proposed system.

Source: Bureau of Business Research, University of Oklahoma.

Total and Foreign Traffic Generated by Interstate Highway 40 and the  
Eastern Oklahoma Turnpike

	I-40		East Turnpike		Total	
	Total	Out-of-State	Total	Out-of-State	Total	Out-of-State
1st Year	879,865	240,010	264,074	17,400	1,143,939	257,410
2nd Year	982,389	270,050	274,379	25,640	1,256,768	295,690
3rd Year	1,173,672	340,000	301,794	36,370	1,475,466	376,370

Source: Bureau of Business Research, University of Oklahoma.

United States Highway 62, a major east-west artery, was completely resurfaced and widened in the Henryetta area and this attracted traffic from paralleling roads which also helped boost filling station sales. The increase in the number of over-night visitors was likewise beneficial to service stations, as it caused travelers to patronize service stations for purposes other than merely the purchase of gasoline.

Sales of restaurants nearly doubled, and this, too, was due primarily to the addition of new facilities. Three modern, new restaurants were constructed along the highway, which caused many tourists and travelers to stop who had previously bypassed the area. Other expenditures including spending for amusements, sporting goods, and other travel incidentals doubled during the period. This was due to the growth in lake visitors passing through Henryetta.

### Projected Expenditures

The addition of the proposed highway system will cause a significant rise in the number of people moving through the area. This, in turn, will provide a bigger potential market for goods and services in the Henryetta area.

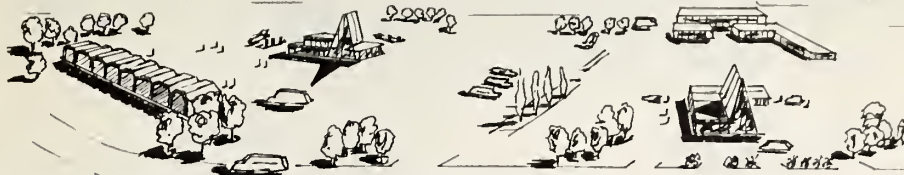
After the system has been in operation three years, a total of 5.5 million persons will be traveling along the east-west routes including Interstate Highway 40. Of these, 1.6 million will be out-of-State travelers. In addition to these east-west travelers, another 1.2 million travelers will move on the Eastern Oklahoma Turnpike and parallel highways each year, of which 250,000 will be out-of-State visitors. Thus, 6.7 million persons including 1.8 million out-of-State residents will utilize the highway systems in the Henryetta area three years after the proposed roads are completed.

This increased flow of persons will generate new

Travel Expenditures in the Henryetta Area by Type Traveler and Expenditure  
1952 and 1961  
(\$000)

Type Expenditure	Over-Night	Through Traffic	Out-of-State	In State	Total
<b>1952</b>					
Food	72	35	15	92	107
Gasoline	120	455	291	284	575
Lodging	37	—	16	21	37
Auto Repair	2	4	1	5	6
Other	40	10	15	35	50
Total	271	504	338	437	775
<b>1961</b>					
Food	140	60	38	162	200
Gasoline	430	760	876	314	1,190
Lodging	90	—	47	43	90
Auto Repair	5	7	4	8	12
Other	50	20	30	40	70
Total	715	847	995	567	1,562

Source: Bureau of Business Research, University of Oklahoma.



PERSPECTIVE LOOKING NORTH

expenditures in the area. The 2.7 million persons who will travel Interstate Highway 40 three years after completion represent a potential market for \$1,347,000 worth of goods and services, and the 2.8 million persons traveling United States Highway 62, State Highway 9, and other paralleling arteries will spend \$1,190,000. Historically, about three per cent of the traffic or 165,000 persons in the Henryetta area arrive between the hours of 5:00 P.M. and 6:00 P.M. and might be considered potential customers for lodging and the evening and morning meals. However, three-

fourths of these persons are normally local, leaving a potential market for lodging of 41,000 persons or approximately 110 persons per night. Interstate Highway 40 is expected to carry 49 per cent of all the east-west traffic in the Henryetta area; therefore, a potential for 53 persons per night will seek lodging on the interstate facility in or near Henryetta.

Similar gains are expected in the north-south traffic due to the addition of the Eastern Oklahoma Turnpike. The 110,000 persons which will move along the Eastern Oklahoma Turnpike three

Estimated Travel Expenditures in the Henryetta Area Three Years after Completion of the Proposed Highway System by Highway and by Type of Expenditure (Thousands of Dollars)

Type of Expenditure	Expenditures on		
	Proposed* Highways	Other Highways	Total
<i>East-West Traffic</i>			
Food	140	113	253
Lodging	165	127	292
Auto Service and Repair	456	588	1,044
All Other	586	362	948
Total	1,347	1,190	2,537
<i>North-South Traffic</i>			
Food	42	31	73
Lodging	30	21	51
Auto Service and Repair	267	394	661
All Other	169	139	308
Total	508	585	1,093
<i>Total Traffic</i>			
Food	182	144	326
Lodging	195	148	343
Auto Service and Repair	723	982	1,705
All Other	755	501	1,256
Total	1,855	1,775	3,630

\* Includes some expenditures by travelers on other routes.  
Source: Bureau of Business Research, University of Oklahoma.



years after its completion will spend an estimated \$508,000 annually. The 1.1 million persons traveling other north-south arteries in the Henryetta area will add \$585,000 each year. Normally, 20

per cent of the north-south travelers reach Henryetta between the hours of 5:00 P.M. and 6:00 P.M. and are potential customers for lodging, and evening and morning meals. One-fifth of these are

Potential Sales by Type of Business  
Henryetta Travel Service Center  
First Year after Completion of Proposed Highway  
(Thousands of Dollars)

Type of Business	Highway			
	I-40	Turnpike	Others*	Total
Motel Lodging Only	109	13	1	123
Food, Total	108	11	—	119
Restaurant	77	7	—	84
Grocery	22	2	—	24
Drive-In Restaurant	9	2	—	11
Auto Service and Repair, Total	219	51	4	274
Filling Station	209	47	3	259
Garage	6	3	1	10
Car Wash	4	1	—	5
Other, Total	230	116	23	369
Truck Service and Sales	175	100	17	292
Boat Repair and Storage	15	8	6	29
Sporting Goods	8	2	—	10
Other, Miscellaneous <sup>1</sup>	32	6	—	38
TOTAL	666	191	28	885

\* All other nearby highways.

<sup>1</sup> Includes club, beauty parlor, car rental, liquor store, coin operated laundry, and souvenir, gift and antique shop.

Source: Bureau of Business Research, University of Oklahoma.

Potential Sales by Type of Business  
Henryetta Travel Service Center  
Second Year after Completion of Proposed Highway

Type of Business	Highway			
	I-40	Turnpike	Others*	Total
Motel Lodging Only	124	18	3	145
Food, Total	142	16	2	160
Restaurant	98	9	1	108
Grocery	32	3	1	36
Drive-In Restaurant	12	4	—	16
Auto Service and Repair, Total	450	81	5	536
Filling Stations	422	75	2	499
Garage	18	4	3	25
Car Wash	10	2	—	12
Other, Total	430	130	33	593
Truck Service, Sales and Terminal	356	101	23	480
Boat Repair and Storage	22	15	9	46
Sporting Goods	18	5	1	24
Other Miscellaneous <sup>1</sup>	34	9	—	43
TOTAL	1,146	245	43	1,434

\* All other nearby highways.

<sup>1</sup> Includes club, beauty parlor, car rental, liquor store, coin operated laundry, and souvenir, gift and antique shop.

Source: Bureau of Business Research, University of Oklahoma.





PERSPECTIVE LOOKING SOUTH

local travelers which leaves a potential market for lodging of 4,400 persons annually or about 12 persons per night. Thus, a total of 65 persons per night will seek lodgings on or near the junction of the two new highway facilities. About 250 persons will seek restaurant facilities each evening, about 140 persons will utilize restaurant facilities for breakfast and 320 will require luncheon accommodations.

In addition to these requirements, service station facilities will also be sought by travelers on the proposed two highways. Currently, traffic through the Henryetta area buys 300,000 gallons of gas each month. The increased traffic through the area should raise gasoline consumption to 550,000 gallons per month. Of this about 250,000

gallons will be required by traffic on the new highways. Also, demand for other goods and services will grow due to the existence of the new highways as well as to the changing pattern of demand for services by travelers.

The upward trend in travel expenditures in the Henryetta area will continue at accelerated rates once the proposed highway system is completed. Three years after the highways are in use, a total of \$3.6 million will be spent in the Henryetta area, providing, the facilities which will cause travelers to stop in the area are in operation. This means that the proposed travel center, or some similar group of firms catering to travelers is required and should be located at or near the junction of the new routes if it is to succeed. If such a center is built,

Potential Sales by Type of Business  
Henryetta Travel Service Center  
Third Year after Completion of Proposed Highway  
(Thousands of Dollars)

Type of Business	Highway			
	I-40	Turnpike	Others*	Total
Motel Lodging Only	155	30	10	195
Food, Total	160	18	4	182
Restaurant	107	12	1	120
Grocery	39	4	1	44
Drive-In Restaurant	14	2	2	18
Auto Service and Repair, Total	452	265	6	723
Filling Station	420	255	1	676
Garage	20	5	5	30
Car Wash	12	5	—	17
Other, Total	561	150	44	755
Truck Service and Sales Terminal	467	108	30	605
Boat Repair and Storage	36	24	10	70
Sporting Goods	24	5	1	30
Other Miscellaneous <sup>1</sup>	34	13	3	50
<b>TOTAL</b>	<b>1,328</b>	<b>463</b>	<b>64</b>	<b>1,855</b>

\* Expenditures at the travel center by travelers from other highways.

<sup>1</sup> Includes club, beauty parlor, car rental, liquor store, coin operated laundry, and souvenir, gift and antique shop.

Source: Bureau of Business Research, University of Oklahoma.

## A Schedule of Receipts and Earnings of a Motel

Item	Amount
Gross Receipts	\$195,000*
Expenses:	
Salaries and wages	\$59,500
Utilities	7,100
Telephone	1,500
Laundry	6,700
Sanitary Services	1,000
Advertising	7,500
State and Local	
Taxes	5,650
Supplies	3,500
Insurance	1,500
Depreciation,	
Amortization and	
Interest	39,000
Repairs	9,000
Total	\$141,950
Net Profit before Income	
Taxes	53,050
Federal Taxes	27,600
Net Profit	\$25,450

\* Assuming 100 units, 71% occupancy and average daily rate of \$7.50.

Source: Bureau of Business Research, University of Oklahoma.

its growth will be based on new traffic and will not operate to the detriment of existing facilities. This is evidenced by the fact that sales in existing establishments will increase more than \$200,000 to \$1.8 million within three years after completion of the proposed highway system.

## PROJECTED SALES OF THE TRAVEL CENTER

## First Year of Operation

During the first year of operation, the travel center will have an estimated sales volume of \$885,000, which is more than half the current level of travel expenditures. Travelers on Interstate Highway 40, will contribute \$666,000 to this total while traffic on the proposed Eastern Oklahoma Turnpike will spend approximately \$191,000. Traffic from nearby highways which will be diverted to utilize the center will spend \$28,000.

## Second Year of Operation

The sales volume of the proposed center will increase sharply during the second year of operation to reach \$1.4 million. Some of this increase will come as a result of increased traffic flow; how-

ever, much of it will be due to greater use of the facilities by travelers.

## Third Year of Operation

During the third year of operation, sales at the proposed center should enjoy another significant gain, but after this, the rate of increase should level off. By the end of the third year, traffic growth on the proposed highway system will have tended to stabilize, and travelers' habits along these new routes will have been established. Thus, sales and receipts of establishments should reach \$1,855,000 by the end of the third year.

ECONOMIC FEASIBILITY OF  
SELECTED TRAVEL CENTER OPERATIONS

## Motel

A motel which would begin operation with 65 units and would expand to 100 units within three

A Schedule of Estimated Sales and Earnings  
for a Restaurant

Item	Amount
Sales	\$120,000
Expenses:	
Costs of Sales	\$41,000
Salaries and Wages	40,900
Employees Meals	3,320
Payroll Taxes	1,350
China, Glassware,	
Linen and	
Utensils	1,100
Utilities	1,090
Repairs and	
Maintenance	630
Menus, Stationery	
and Office	
Supplies	1,500
Advertising	1,500
Licenses and	
Sundries Taxes	540
Insurance	890
Telephone	260
Rent	5,410
Depreciation	660
Miscellaneous	6,460
Total Expenses	106,610
Net Profit before Income	
Taxes	13,390
Federal Taxes	3,020
Net Profit	\$10,370

Source: Bureau of Business Research, University of Oklahoma.



years would be highly profitable. During the third year of operations, this motel will have gross receipts of \$195 thousand dollars and total expenses of \$141,950 leaving a net profit before Federal taxes of \$53,050. If Federal taxes are charged at a rate of 52 per cent, net profit after taxes will total \$25,450 which is 13 per cent of sales, a reasonably good profit margin.

#### A Schedule of Sales and Earnings of a Filling Station with Garage and Car Wash

Item	Amount
Sales, Service Station	\$225,000
Receipts, Garage	10,000
Receipts, Car Wash	17,000
Total Sales and Receipts	\$252,000
Expenses:	
Costs of Materials	\$182,400
Wages and Salaries	29,900
Utilities	5,200
Maintenance	360
Insurance	2,400
Rent and Depreciation	9,540
State and Local Taxes	760
Advertising	2,500
All Other Expenses	5,700
Total Expenses	238,760
Net Profit before Federal Taxes	13,240
Federal Taxes	3,980
Net Profits after Taxes	\$ 9,260

Source: Bureau of Business Research, University of Oklahoma.

#### Restaurant

A restaurant of the conventional type, operated as an adjunct to the motel will, by the third year of operation, have a sales volume of \$120 thousand per year. This will yield net profits after taxes of \$10,370 which is 9 per cent of gross sales. At this level, the restaurant should prove to be economically feasible, and since it will contribute to the occupancy of the motel and to the profitability of most other firms, its value to the complex and to the community is far greater than its profit margin indicates.

#### Filling Station

At the beginning of operations, the Henryetta travel center will be served by only one filling

station. However, by the end of the third year, the demand for these services and products will be such that the complex will have three filling stations, two of which have repair facilities and one without repair facilities. In addition, one of the stations with repair services will also offer rapid car washing services.

Each of the stations will have enough sales volume to prove profitable. However, the facility offering both repair and car washing services will have greater potential receipts but will also require greater expenditures for operation. Such an establishment would have a total annual income of \$252 thousand, of which \$225 thousand would be from filling station sales, \$17 thousand from car washing activities, and \$10 thousand from repair receipts. This station and accompanying activities would have net profits after taxes of \$9,260 or 3.7 per cent of gross sales. This margin is about normal for filling station operations, and therefore is deemed sufficient to render this station economically feasible.

A further examination of the rapid car wash operation reveals that the nature of its operation dictates that it be allied with a service station. First, few people today have a car washed without

#### A Schedule of Receipts and Earnings of a Boat Sales, Service and Storage Facility

Item	Amount
Gross Receipts, Total	\$70,000
Storage	\$24,000
Service and Repair	5,000
Rental	6,000
Sales Income	35,000
Expenses:	
Cost of Sales and Parts	26,250
Utilities	4,800
Wages and Salaries	18,400
Advertising	6,000
Maintenance	480
Rent	3,600
Taxes, State and Local	300
Insurance	3,000
Miscellaneous	1,440
Total	64,270
Net Earnings before Federal Taxes	5,730
Federal Taxes	1,720
Net Profits after Taxes	\$4,010

Source: Bureau of Business Research, University of Oklahoma.



having it lubricated during the same stop. Second, unless a car wash facility is operated in a congested area, it is not always a full time operation. Thus, the employees of the car wash must have other activities during slack times.

A rapid car wash operation requires equipment costing \$22 thousand and employs six persons part-time. To break even, operators of rapid car washing facilities indicate that they must clean 20 cars per day.

This activity will average 31 cars per day during its third year of operation.

#### Boat Sales, Service, Rental and Storage

A boat sales, rental and storage operation which also provides repair services for motor and hulls will have a potential business volume of \$70 thousand per year during its third year of operation. This will yield net profits after taxes of \$4,010 which is 6 per cent of gross receipts.

#### A Schedule of Estimated Receipts and Earnings of a Combined Boat Sales, Service and Storage Facility and a Sporting Goods Store

Item	Amount
Receipts	\$100,000
Expenses:	
Cost of Goods and Parts Sold	\$42,400
Salaries and Wages	19,000
Rent	3,800
Advertising	6,000
Taxes	645
Utilities	4,800
Maintenance	480
Insurance	3,000
Supplies	615
Depreciation	800
Miscellaneous	1,395
Total Expenses	82,935
Net Profits before Federal Taxes	17,065
Federal Taxes	5,120
Net Profits after Taxes	\$ 11,945

Source: Bureau of Business Research, University of Oklahoma.

This is not a particularly high margin of profit on gross receipts, and therefore, by itself this operation is not entirely feasible. In addition, the whole boat picture including sales, rental and service is highly seasonal. Between the middle of October and the middle of March, the use of boats is limited and little business is done. Other problems which face the operator of this type of enterprise are listed below:

- Boat users prefer storage nearer water than this facility.
- Every lake in the state has out-of-water storage near the water, and price or rate cutting is prevalent.
- Each boat must be stored on its trailer in an individual bay accessible only to the boat owner.
- A capable motor repair man is hard to acquire and hard to retain.
- A facility large enough to perform the operations needed will require five to seven acres of land and a large boat storage building.

#### A Schedule of Estimated Sales and Earnings of a Sporting Goods Store

Item	Amount
Sales	\$30,000
Expenses:	
Cost of Goods Sold	\$16,150
Salaries and Wages*	9,300
Rent	660
Advertising	600
Taxes	345
Supplies	615
Utilities	365
Depreciation	255
Miscellaneous	375
Total Expenses	28,665
Net Profit before Taxes	1,335
Federal Taxes	300
Net Profits after Taxes	\$ 1,035

\* Includes owners salary.

Source: Bureau of Business Research, University of Oklahoma.



- A costly advertising program will be required to get travelers off the highways to use this facility.

This suggests that not only will this operation have a relatively low margin of profit but will also be beset with operating problems. Some of these might be solved or eliminated by combining this operation with a sporting goods store, which is a related activity. A schedule of receipts and earnings for the combined operation appears in the following table and indicates that net profits of \$11,945 or 12 per cent of sales are possible.

A Schedule of Estimated Sales and Earnings of a Drive-In Restaurant		
Item	Amount	
Sales	\$18,000	
Expenses:		
Cost of Goods Sold	\$6,200	
Advertising	320	
Salaries and Wages, Full-Time Help	5,295	
Wages, Part-Time Help	780	
Laundry	60	
Insurance	130	
Rent	960	
Licenses and Royalties	85	
Taxes	150	
Utilities	290	
Miscellaneous	220	
Total Expenses	14,490	
Net Profit before Taxes	3,510	
Federal Taxes	1,050	
Net Profits after Taxes	\$ 2,460	

Source: Bureau of Business Research, University of Oklahoma.

### Sporting Goods Store

A sporting goods store located at this center would have a potential sales volume of \$30 thousand during its third year of operation. This will result in net profits after taxes of \$1,035 which is only 3 per cent of sales and lends doubt to the feasibility of such an operation.

There is evidence that while a sporting goods store might not be feasible as a separate operation, it would enhance the center if operated in conjunction with a boat service sales and storage facility. This would allow the use of employees of the sporting goods store in the boat service

facility, and as a result, labor costs would be reduced. Too, many other expenses will be eliminated or reduced including rent, utilities, and depreciation as is shown in the following table.

### Drive-In Restaurant

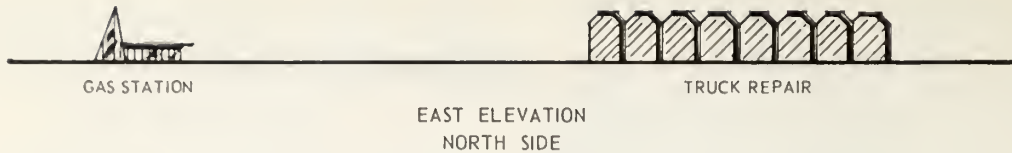
A drive-in restaurant will attract a certain number and type of traveler to the proposed travel center. Normally, per traveler purchases at a restaurant of this type are relatively small, but by the end of the third year, annual sales should amount to \$18 thousand, which will result in net profits after taxes of \$2,460 or 14 per cent of sales. This small margin of profit suggests that an establishment of this nature probably is not economically feasible, especially in view of other problems it presents. First, a drive-in restaurant requires considerable space for parking. It is a source of refuse and waste paper which would tend to spread throughout the center and make the entire complex unsightly. Very often, it is difficult to convince operators of other enterprises to start an activity in the vicinity of a drive-in restaurant due to this appearance problem. One final problem is the fact that to achieve a profitable sales volume, a drive-in restaurant must be readily accessible to the highway. This might mean that the drive-in restaurant would compete for location with a more profitable motel and filling station operation.

### Drive-In Grocery

A drive-in grocery store specializing in canned

A Schedule of Estimated Sales and Earnings of a Drive-In Grocery Store		
Item	Amount	
Sales	\$44,000	
Expenses:		
Cost of Goods Sold	\$29,000	
Wages and Salaries	8,800	
Rent and Building Expenses	600	
Utilities	220	
Advertising	290	
Payroll Taxes	52	
Licenses	82	
Miscellaneous	700	
Total Expenses	39,744	
Net Profit before Taxes	4,256	
Less Federal Taxes	1,277	
Net Income after Taxes	\$ 2,979	

Source: Bureau of Business Research, University of Oklahoma.



goods, prepared meat products, and other easily prepared foodstuffs would be especially attractive to persons going to the lakes, to campers, and to picnickers. In its third year of operation, this store would have a sales volume of \$44 thousand and net profits after taxes of nearly \$3 thousand. This represents a profit margin of 7 per cent of sales, which is greater than the 3.7 per cent margin expected for grocery stores. The margin of this type of establishment should be greater than that of other stores, because it specializes in higher priced articles.

This store is economically feasible and would benefit several other operations located in the center.

#### Beauty Shop

A beauty shop operated as a service of the motel might have a difficult time during its first two years, chiefly because it will depend almost entirely on motel clientele for its customers. However, by the end of the third year, it should have receipts of \$6 thousand per year and net profits of

A Schedule of Estimated Sales and Earnings of a Beauty Shop

Item	Amount
Annual Receipts	\$6,000
Expenses:	
Salaries	\$2,800
Rent*	240
Supplies	300
Advertising*	100
Depreciation	150
Laundry and Cleaning*	160
Utilities*	130
Repairs and Insurance*	135
Miscellaneous	80
Total Expenses	4,095
Net Profit before Taxes	1,905
Less Federal Taxes	570
Net Profit after Taxes	\$1,335

\* Furnished by motel. Not an actual expense if operated by the motel.

Source: Bureau of Business Research, University of Oklahoma.

\$1,335 after taxes. This represents a profit margin of 22 per cent of the gross sales and suggests that this operation is economically feasible and would be an added incentive for travelers to utilize the motel.

#### Truck Sales, Service, and Terminal Center

Truck traffic through the Henryetta area will be increased significantly by the addition of the new highways. In 1952, a total of 161,640 trucks passed in the vicinity of this community. By 1961, steady gains had pushed this total to 267,500 trucks, an increase of 65 per cent. The impact of the new highway system will boost this total to 406,000 trucks by the end of the third year of operation. The majority of this truck traffic will move

A Schedule of Annual Receipts and Earnings of a Truck Sales, Service and Terminal Operation

Item	Amount
Sales	\$605,000
Expenses:	
Cost of Sales and Parts	\$202,500
Wages, Salaries and Labor	155,500
Rent and Depreciation, Building	10,000
Depreciation on Equipment	10,000
Utilities	4,200
Taxes, State and Local	14,000
Insurance	15,000
Maintenance	600
Licenses and Fees	26,000
Advertising	6,000
All Other Expenses	6,500
Total Expenses	450,700
Net Profits before Federal Taxes	154,300
Federal Taxes	80,300
Net Profit	\$ 74,000

Source: Bureau of Business Research, University of Oklahoma.



on the new highways, because they offer shorter distances and better travel conditions. This means that unless facilities are constructed on or near these new roads, much of the trucking business which Henryetta now enjoys will bypass the area in favor of facilities nearer at hand in other communities along the route.

A truck sales and service terminal should contribute much to the travel center proposed for the Henryetta area as well as to the economy of the area. This operation would consist of a franchised truck sales office; a large repair facility specializing in major and minor truck repairs; a terminal and warehousing operation; a truck, tractor and trailer parking and spotting facility; a truck servicing area including provisions for fueling and lubricating trucks and trailers; as well as a small restaurant hotel and equipment shop.

This truck complex will experience annual gross sales and receipts of \$605,000 during the third year of operation, which will result in net profits after taxes of \$74,000. This represents a profit margin of 12 per cent of gross sales.

There are several factors which must be taken into account if this operation is to be of value to the proposed travel center. First is the location of this operation. It must be readily accessible to trucks without interfering with the traffic of the rest of the center. It must be so screened from the remainder of the center as to preclude it from detracting from the atmosphere and decor of the

other operations. If improperly placed, it will be deleterious to the rest of the center. It must have enough paved parking area to accommodate the truck traffic that will utilize it, and it must be manned by highly skilled persons. If these conditions are met, this activity will be a valuable addition to the proposed center.

#### Souvenir, Gift, and Antique Shop

A souvenir, gift, and antique shop operated near the proposed motel could be a valuable attraction to the travel center and conversely could profit from the drawing power of other elements of the center. By the third year of operations, a shop of this type would realize gross sales of \$22 thousand and net income of \$2,500 annually. This represents a profit margin of better than 11 per cent, which is about average for this type of operation.

It is important that this shop handle better than average quality goods in its souvenir and gift sections, and that the antique portion of the shop deal solely in genuine articles. Travelers are subjected to stores and shops on all sides which purport to handle quality merchandise but generally specialize in imitations and cheap goods. It is doubtful, therefore, that they will respond to any but a carefully run, tastefully stocked establishment.

#### Bus Line to Lake Eufaula

A bus line linking this travel center to Lake Eufaula and the lodges located thereon will be of doubtful value to the center or to the resort area of the lake. Moreover, it would not prove profitable to the operators of the line. Those persons utilizing the center will be largely automobile passengers and will not require other means of transportation. Also, today's traveler requires flexibility in his mode of transportation which is not inherent in a bus system.

It is desirable that, should transportation between the travel center and the lodges be required, the car rental service proposed for the center be relied on. Also, it is entirely possible that the lodges located on Lake Eufaula will have limousine service which can deliver persons from the travel center to the lake area.

### ECONOMIC IMPACT OF THE CENTER ON HENRYETTA

#### Employment at the Center

At the outset, the commercial enterprises operating at the proposed center will employ 62 full-time and part-time workers. Nearly half of the full-time employees will be utilized at the truck service and terminal operation while the remainder will be occupied by other establishments. The largest employer of part-time workers will be the motel which, in the beginning, will employ 5 part-

A Schedule of Receipts and Earnings of  
a Souvenir, Gift, and Antique Shop

Item	Amount
Gross Receipts	\$22,000
Expenses:	
Salaries and Wages	\$5,000
Cost of Goods Sold	10,500
Utilities	110
Rent	600
Advertising	600
Supplies	240
Depreciation and Breakage	510
Repairs, Insurance and Licenses	750
Other Miscellaneous	120
Total Expenses	18,430
Profits before Taxes	3,570
Less Federal Taxes	1,070
Net Profits after Taxes	\$ 2,500

Source: Bureau of Business Research, University of Oklahoma.

Employment at the Travel Service Center  
by Type of Establishment and Year of Operation

Type of Establishment	Year of Operation					
	First		Second		Third	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Filling Stations	2	2	4	4	9	4
Truck Service and Terminal	25	—	37	—	47	—
Motel	6	5	6	8	8	13
Grocery Store	2	0	2	0	2	0
Boat Service and Storage	4	—	5	—	7	2
Drive-In Restaurant	2**	2**	2**	3**	2**	3**
Restaurant	8	—	10	—	12	3
Sporting Goods	1*	—	2*	—	2*	—
All Other	3	—	5	—	5	—
Total	53	9	73	15	94	25

\* Eliminated if combined with the boat service and storage operation.

\*\* Operations are not economically feasible.

Source: Bureau of Business Research, University of Oklahoma.

time maids. The filling stations and drive-in restaurant will employ the remaining part-time workers.

The increased flow of traffic and greater utilization of the centers' facilities will push employment up to 73 full-time and 15 part-time employees by the end of the second year. The truck service and terminal activity will continue to be the largest single employer of full-time employees while the motel will employ 8 part-time maids. The growth in restaurant sales will raise employment there to 10 full-time workers and filling station employment will double.

By the end of the third year of operation, the employment at the travel center will have reached 94 full-time workers. Part-time employment will reach 25 persons, which is more than double the level during the initial year. The increase will be

general throughout most establishments with the truck service and terminal facility employing 47 full-time workers and the filling stations requiring 9 persons on a full-time basis. The motel, after its expansion, will employ 13 part-time workers while the remainder of the part-time force will be divided among the filling stations, restaurants, and the boat service facility.

#### Service Employment in Henryetta

The employment of the travel service center represents basic employment just as would employment in a manufacturing firm. Thus, these workers who are supported primarily by travelers, themselves support service workers in Henryetta. These supporting workers will be employed in

#### Distances of Major Eastern Oklahoma Lakes from Henryetta

Lakes	Distance
Eufaula	37*
Tenkiller	73
Fort Gibson Reservoir	70
Atoka Reservoir	84
Lake Wister	115

\* Distance to main body of the reservoir. Portions of this reservoir fall within 10 miles of Henryetta.

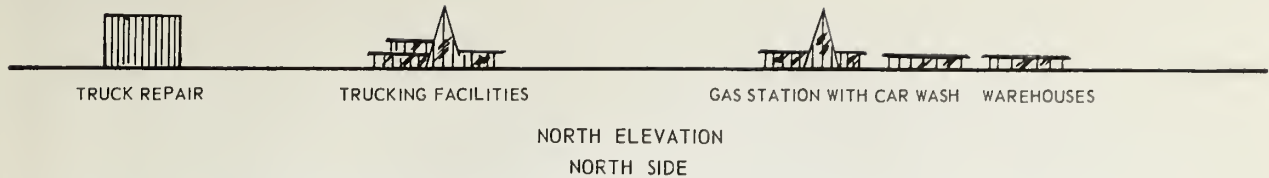
Source: Bureau of Business Research, University of Oklahoma.

#### Estimated Expenditures by Lake Visitors at the Henryetta Travel Center by Type of Expenditure (Thousands of Dollars)

Type of Expenditure	Amount
Food	63
Lodging	66
Motor Vehicle Service	54
Sporting Goods	4
Miscellaneous	14
Total	201

Source: Bureau of Business Research, University of Oklahoma.





grocery stores, banks, apparel shops, and various other trades, whose job it is to provide goods and services for residents of the community.

During the first year of operation, employment at the proposed travel center will support an additional 60 jobs in Henryetta and vicinity. This will bring the number of new jobs directly attributable to the center to a total of 122 positions.

The sharp increase in employment at the travel center during the second year of operation will be reflected in gains in jobs for supporting service workers. A total of 27 new positions will be created in Henryetta due to the growth in employment at the center, and this will increase the level of employment in the center and supporting services to 175 jobs.

The third year of operation will be marked by an even greater increase of employment in supporting services in the Henryetta area. A total of 25 new jobs will be created in response to the increased activity at the travel center. This will boost total employment at the center and in supporting services to 231 jobs, a gain of 56 over the previous year.

### Impact of Lake Traffic on the Travel Center

Henryetta lies at the western gateway to five of the larger recreational lakes in eastern Oklahoma. In addition, the proposed Eastern Oklahoma Turnpike will cause increased usage of Lake Texoma and Lake Murray in southern Oklahoma by residents of northeast Oklahoma. Thus, visitors to eastern and southern Oklahoma lakes from the west and northeast will, for the most part, utilize highways served by the travel center. Distances from Henryetta to various lakes are shown in the preceding table.

The advantageous location of the proposed travel center both with respect to major recreation areas and the highway system will result in lake visitor traffic amounting to about 499 thousand cars a year. These vehicles will include in-State as well as out-of-State visitors who will spend about \$813 thousand enroute to the lakes. Not all of this expenditure will take place at the travel center, but if proper facilities are available near Henryetta, at least \$201 thousand will be spent by lake visitors at the center and other nearby establishments. This suggests that lake visitors alone will account for about 11 per cent of all expenditures at the center, and for more than 16 per cent of all expenditures excluding truck sales and service at the center.

## BACKGROUND

### Methodology

*Traffic Flow, 1952-1959:* Data on traffic flow during the period 1952 through 1959 were obtained from Oklahoma State Highway Department Traffic Counts at locations contiguous to Henryetta, Oklahoma. These data are contained in "Traffic on Oklahoma Highways" compiled and published by the Oklahoma Highway Department in cooperation with the Bureau of Public Roads.

*Traffic Flow, 1960-1962:* Data on traffic movements in and near Henryetta, Oklahoma, during 1960 through 1962 were based on information collected by the Oklahoma Highway Department coupled with information gathered from merchants in the area whose business is based in whole or in part on travel and tourist volume.

*Traffic Flow 1963-1965 (or the first three years of operation)*—These projections are based on the experiences in other areas of Oklahoma which have had similar systems built nearby. Trends in traffic paralleling the two major turnpikes and Interstate Highway 35 were examined prior to opening these facilities, and the actual total flow of traffic on these parallel roads and the more modern highways provided bases for projecting traffic flow after completion of the system.

*Expenditures 1952-1961:* Estimates of expenditures in the Henryetta area by travelers by type of expenditures during 1952 and 1961 were based on sales by type of business, traffic flow and estimates of local merchants.

*Expenditures 1962-1965:* Estimates of travel expenditures by type in the Henryetta area and at the proposed travel center were based on per car expenditures for various goods and services developed in studies conducted in other institutions plus experience of establishments located in similar complexes. These per car expenditures and ratios were applied to traffic flow forecasts on the proposed highway system.

*Lake Visitors:* Estimates of the volume of lake visitors who now pass through Henryetta were based on counts of visitors at various lakes made by the Oklahoma State Planning and Resources Board. Estimates of the future volume of lake visitors were based on past trends inflated for potential visitors to Lake Eufaula now under construction. Expenditures of lake visitors were estimated on the basis of earlier studies conducted to determine sources of lake visitors and their spending habits.

*Compatibility:* The relative compatibility of various types of trades and services was based on information contained in "The Selection of Retail Locations" by R. L. Nelson, published by F. W. Dodge Corporation, 1958.

*Operating Expenses and Incomes of Various Types of Establishments:* These data were obtained from studies of various types of businesses as well as from personal interviews with operators of similar activities.

### Compatibility of the Various Establishments

Some businesses are compatible while others are not. The measure of the compatibility of the various trades and services lies in the answer to the question: Does one firm help, hurt, or have no effect upon sales of the other?

A high degree of compatibility exists between

two businesses when, because of their being adjacent, they realize a greater volume of business. This suggests that the cumulative attraction to consumers of the two or more firms is greater than the attraction of individual elements of the complex.

Conversely, a deleterious effect on one firm or operation by another is possible. This will occur when the activities or appearance of one establishment is bothersome or distasteful to the clients patronizing another establishment or group of establishments.

This concept of compatibility is extremely important to the success or failure of the Henryetta travel center, and it is extremely difficult to evaluate because of the heterogeneous nature of the activities proposed for the center. In general, it is essential that all recreational activities proposed

Relative Compatibility of Selected Establishments Proposed for a Travel Center

Estab- lishment	Motel	Restau- rant	Drive-In Grocery	Drive-In Restau- rant	Beauty Shop	Sporting Goods Store	Gift, Antique and Souvenir Shop	Filling Station
Motel	—	✖	0	+	*	*	✖	*
Restaurant	✖	—	+	X	+	+	+	✖
Drive-In Grocery	+	+	—	X	+	*	+	X
Drive-In Restaurant	X	0	X	—	X	X	X	X
Beauty Shop	✖	+	+	X	—	+	+	X
Sporting Goods Store	*	+	✖	X	+	—	+	*
Souvenir, Gift and Antique Shop	*	+	+	X	+	+	—	*
Filling Stations†	✖	+	X	0	X	X	X	—

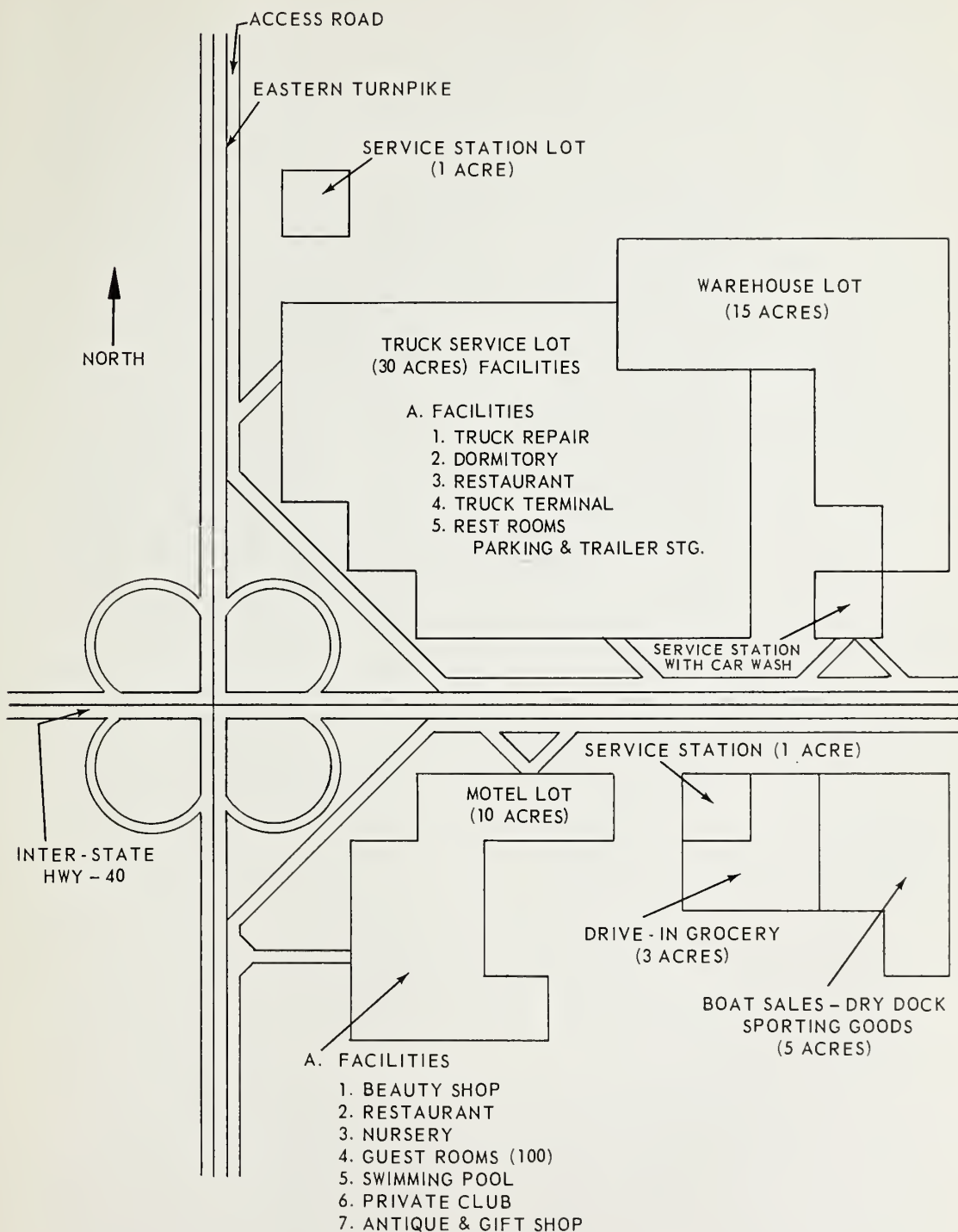
† Includes repair and car wash. Compatibility assumes that the station is so located as to preclude noise or appearance detracting from other establishments.

Key: # Highly Compatible.  
\* Moderately Compatible.  
+ Slightly Compatible.  
0 Incompatible.  
X Deleterious.

Note: This table is designed to permit determination of the compatibility of a neighboring store on any given establishment. The given store or activity is listed in the left hand column while the activity whose compatibility is to be determined is listed at the top.

Source: "The Selection of Retail Locations", Nelson, R. L., F. W. Dodge Co.

A PLOT PLAN  
OF THE HENRYETTA TRAVEL CENTER  
SCALE  $1/2'' = 200'$







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for this center be divorced in some manner from the purely trade and service elements of the center. Likewise, it is equally essential that activities related to repair, storage and vehicular service be isolated from those operations dealing with rest, eating, and for personal care. The reasons for such separations are obvious since recreational activities which may extend into the evening hours may disturb rest and distract potential consumers from shopping. Also, repair and service activities are sources of noise and unsightly appearance and will also disturb sleep, appetites and attention to details allied with shopping.

On the other hand, recreational and repair activities often serve as attractions to travelers and will cause them to interrupt their travels to take advantage of the services they offer. For this reason, they should be located near enough to the other activities to allow the travelers easy access to the other operations, yet still isolated enough not to disturb the patronage of these other activities.

A number of other aspects must be considered when dealing with the problem of compatibility. These include distances between establishments, the ease with which customers can pass between establishments, and the appearance of stores and grounds and the ease with which travelers can enter the center proper from the highways. Thus, one establishment can be compatible with another only if consumers can get to the stores, move between the stores readily, are pleased with the appearance of the stores and surroundings, and can find merchandise or service they want or need.

The following table graphically portrays the relative compatibility of the various establishments within that portion of the travel center which deals with the sales of goods and services. It has already been noted that the truck sales and service terminal and the public recreation center must be screened from these establishments so as to minimize the deleterious effects of their noise and appearance.

The relationships shown in the table indicates that activities do not always affect each other in the same manner. As an example, a motel is usually highly compatible to a filling station. That is to say, a motel will usually help create business for a filling station. However, the filling station is normally only moderately compatible with the motel. This of course assumes that while the filling station is accessible to the motel, it is so screened from the motel as to minimize its noise

and other objectionable features. Another example is found in the fact that while a motel is slightly compatible with a drive-in grocery; the drive-in grocery is deleterious to the motel.

The relationships in the table reveal another interesting series of comparisons. Motels, for example, are helpful in varying degrees to all other proposed activities. A drive-in restaurant, however, is of value only to a motel and is incompatible with other establishments. In fact, it is deleterious to a filling station. A drive-in grocery is highly compatible only with a sporting goods store but is of limited value to a restaurant and a beauty shop. It is deleterious to a motel and of no value to the operations of drive-in restaurants, nurseries, and filling stations. Thus, the table can be utilized not only to assist in locating establishments with respect to one another, but can also be utilized to locate the stores with respect to the highways and access roads. Those of least importance to other firms will naturally be located in more isolated spots while others will be more readily accessible.



U.S. DEPARTMENT OF COMMERCE  
Luther H. Hodges, Secretary

AREA REDEVELOPMENT ADMINISTRATION

William L. Batt, Jr., Administrator

OFFICE OF PLANNING AND RESEARCH  
Gordon E. Reckord, Asst. Administrator

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